

BRS Strategic Plan

FY 2009-FY 2014

Biotechnology Regulatory Services

U.S. Department of Agriculture
Animal and Plant Health Inspection Service

October 2008

STRATEGIC PLAN OVERVIEW

In 2008, BRS developed a strategic plan that serves to provide the program with direction by outlining the organization's plan for the future – its vision of what the program wants to become, the mission and values it shares, the challenges it faces and how the program will overcome them, and what BRS hopes to achieve in the next 5 years. BRS uses this plan to guide its internal planning and to communicate and coordinate its joint efforts with its partners and stakeholders.

Mission
To protect and enhance U.S. agricultural and natural resources using a dynamic, science-based regulatory framework to ensure the safe importation, interstate movement, and environmental release of GE organisms.

BRS VALUES

We hold the following values and seek to demonstrate them as we carry out our mission:

COMMUNICATION AND TRANSPARENCY:

We communicate clearly and foster an environment that facilitates open exchange of information and ideas.

TRUSTWORTHINESS AND HONESTY:

We earn the confidence of others through the integrity of our actions.

ACCOUNTABILITY:

We accept responsibility for our actions as individuals and as an Agency of the Federal Government.

RESPECT FOR DIVERSE OPINIONS:

We value and embrace diversity and treat everyone with dignity, respect, fairness, and compassion.

BALANCE AND CONSISTENCY:

We consider the best available science when making decisions, while also acknowledging the importance of other factors.

FLEXIBILITY:

We adapt and respond effectively and efficiently to new and evolving circumstances.

PERSISTENCE AND PERSEVERANCE:

We work steadily towards our goals, taking on challenges and doing our jobs to the best of our abilities.

EXCELLENCE:

We commit ourselves to high-quality performance and continuous timely improvement that produces outstanding results of lasting value.



Vision
BRS will serve as a global leader in advancing a transparent and dynamic regulatory framework that anticipates and responds to the rapidly changing field of agricultural biotechnology, continually builds scientific capacity to accomplish this task, instills public trust, and collaborates with stakeholders.

BRS STRATEGIC GOALS

BRS has four critical goals to successfully carry out its mission, meet its challenges, and achieve long-term success.

GOAL 1. STRENGTHEN SAFEGUARDING

Objective 1 – Develop regulatory policies that are timely and commensurate with risk.

Objective 2 – Enhance the regulatory framework through better regulatory operations.

Objective 3 – Build international regulatory approaches and capacity, and provide technical expertise.

GOAL 2. STRENGTHEN INCIDENT AND EMERGENCY

Preparedness and Response

Objective 1 – Respond effectively to emergencies, regulatory events, and compliance incidents.

Objective 2 – Develop partnerships and identify command and coordination roles and responsibilities that are consistent with APHIS' Emergency Mobilization Guide.

Objective 3 – Develop and disseminate information (externally and internally) on emergency management and response functions with BRS.

GOAL 3. IMPROVE COMMUNICATION AND OUTREACH

Objective 1 – Build internal communication systems that are inclusive, consistent, and well coordinated.

Objective 2 – Improve communication with the domestic stakeholders including Federal and State agencies, tribal nations, non-government organizations, and members of the regulated community.

Objective 3 – Determine and use the most critical key communication strategies when working with international partners.

GOAL 4. CREATE A HIGHLY EFFECTIVE ORGANIZATION

Objective 1 – Attract and retain a highly-qualified workforce.

Objective 2 – Ensure that budgetary resources are adequate and properly aligned with projected workload and priorities.

Objective 3 – Ensure that the information technology needs of the organization are proactively identified and addressed.

Objective 4 – Document work management systems, procedures, and policies.

Objective 5 – Ensure timely, coordinated, transparent, and effective prevention and response to regulatory decisionmaking challenges.

CORE FUNCTIONS

BRS meets its objectives through the delivery of its core functions, which are vital to providing the regulatory oversight of agricultural biotechnology.

- Review and issue permits, notifications, and petitions.
- Develop international and domestic regulatory policy.
- Work with international standard-setting bodies to develop consistent standards.
- Carry out compliance assurance and enforcement activities including the inspection program.
- Participate in planned test exercises for agricultural and natural emergencies.
- Coordinate and assist with emergency related activities.
- Develop and coordinate communication and outreach strategies for domestic and international audiences.
- Promote transparency of the biotechnology regulatory process through guidance documents, fact sheets, and websites.
- Communicate with a full range of stakeholders including the regulated community, Federal and State government officials, and the public.
- Support employee development and training needs.
- Support succession and workforce planning.
- Enhance leadership/supervisory effectiveness



For more information about BRS and the program's strategic plan, please visit the BRS website at:
http://www.aphis.usda.gov/biotechnology/brs_main.shtml.